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REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL
WASHINGTON, D.C. 20310

DAPE-CPS

MEMORANDUM FOR DIRECTOR OF MANPOWER PROGRAMS AND BUDGET
DIRECTOR OF MILITARY PERSONNEL MANAGEMENT
DIRECTOR OF HUMAN RESOURCES DEVELOPMENT
DIRECTOR OF PERSONNEL PLANS AND SYSTEMS
CHIEF, RESEARCH AND STUDIES OFFICE

SUBJECT: Civilian Force Management Plan

1. As a result of the 1980 Army Commanders' Conference, the Director of Civilian Personnel was tasked by the DCSPER to develop a Civilian Force Management Plan which establishes a Civilian Objective Force (COF) to meet the future manning needs of the Army. To proceed in the development of a COF, a common definitional understanding must first be reached within ODCSPER on the major components, purpose, product, goals and strategies associated with the COF.

2. This memorandum presents a conceptual framework of the COF. After reviewing these concepts you are requested to:

a. Provide comments and recommendations on the framework (do not limit your comments to the concepts contained herein).

b. Using the framework provided and your comments and recommendations as a guide, describe what functional role and input your activity should have in the development of the COF.

c. Identify any completed, on-going or planned studies or projects (in-house or contract) which may be useful in developing the COF or which may duplicate portions of it.

3. To design a Civilian Objective Force, it is necessary to identify the essential major components. As a minimum, these appear to include:

a. Work force planning.

(1) examination of broad programs and mission areas, including forecasts of near term and long-range changes.

(2) identification of the total force structure in terms of Army-wide functions.

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(3) identification of a desirable work force profile in terms of:

(a) tooth to tail ratios

(b) core requirements vs. "investment accounts" (e.g., interns, apprentices) and overhead (staff).

b. Manpower requirements determination.

(1) organization-level determination of numbers, broad occupational categories, and grade ranges;

(2) lower echelon identification of requirements based on actual or projected work load which can be rolled up into general work force profiles (e.g., professional, administrative, technical, clerical, industrial/non-industrial wage grade).

c. Personnel management program planning. These include the civilian personnel policies, procedures, initiatives and strategies necessary to achieve long-term objectives.

4. The purpose of the COF is to identify and articulate the civilian manning required to support the expanded force structure, modernization initiatives and improved readiness posture of the Army. The end product will display, in aggregate terms, the steady-state distribution of the optimum numerical, grade and occupational characteristics of the Army's civilian component for each year, 1984-1988, depending on the level of operational readiness desired. A key characteristic of the COF will be its ability to apply variables such as retirement rates, work force changes, attrition, contracting out, hiring freezes, civilianization, technological changes, productivity improvements, high grade controls and socio-economic trends to produce adjustments to the strength aggregates.

5. The goals of the COF are to:

a. Reverse the downward trend in civilian manpower by displaying civilian component manning needs to the Congress, OMB and OSD in a comprehensive force management plan that identifies, justifies and supports those needs and relates them specifically to improved force modernization and readiness.

b. Function as the focal point toward which civilian personnel management programs and policies will be directed and provide the authoritative base for the Army's examination of those policies and programs to ensure consistency with approved long-range goals.

c. Assure a high priority in the Planning, Programming and Budget System (PPBS) resource competition by providing a documented audit trail from aggregate numbers down to specific organizational needs.

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d. Assess the impact on Army readiness caused by changes in civilian end strength and other external constraints.

e. Provide the capability to rapidly convert from an assessment of peacetime to mobilization requirements.

6. Strategies that will be pursued in conjunction with the COF plan are those which include:

a. seeking a shift from civilian manpower control by end strength ceiling/work year controls to a system of control by fiscal guidelines.

b. seeking elimination of high grade controls and relief from hiring limitations.

c. influencing outside agency policies (e.g., Office of Personnel Management) so that they facilitate-rather than constrain-COF objectives.

d. developing classification, compensation, EEO and training initiatives to facilitate the recruitment, professional development and retention of high quality employees.

7. Once a common understanding of the COF concept is reached, a task force, under DCSPER charter, will be established to develop the COF management plan. Depending on functional input requirements, the task force will likely require full-time representation from some ODCSPER activities and part-time or on-call representation from others. An outline of potential task force resourcing is attached for your consideration and comment.

8. Your comments on the COF Management Plan and potential task force resourcing requirements should be submitted to this office by 10 Feb 1981. DCP points of contact on this project are Mr. Barry Buchanan (x79493) and Ms. Toni Wainwright (x54121).

FOR THE DEPUTY CHIEF OF STAFF FOR PERSONNEL:

SIGNED

FREDRIC NEWMAN
Director of Civilian Personnel

CF:
OASA(M&RA)
Commander, ARI

Mr. Buchanan/79493
Typed by W. Price

CIVILIAN OBJECTIVE FORCE (COF) TASK

FORCE REQUIREMENTS

"CORE" REQUIREMENTS

For all team members: ability to work well in groups; previous work group, Task Force or project assignment.

<u>JOB TITLE</u>	<u>SKILLS/JOB KNOWLEDGES</u>	<u>DESIRED EXPERIENCE</u>
Personnel Management Specialist	generalist; staffing; classification	MACOM or DA Staff; Class I Installation operating CPO

TFC*: functional

Primary Role: judgmental
creative
coordinative
leadership

Operations Research Analyst	understanding of scientific principles and theories underlying operations research and a wide knowledge of concepts, factors and conditions which influence operations of complex systems; technical competence in original scientific inquiry; alternatives identification and exploration	personnel-related studies or projects (military/civilian); test design and analysis; modelling; field validation
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TFC*: process

Primary Role: analytical
statistical
integrating
model building

Management Analyst	Force Structure design; practices, theories, techniques and methodologies of manpower management; organizational theory; secondary: budget familiarity	manpower utilization and accounting; standards development; force structure modelling; manpower requirements determination DA or MACOM-level manpower surveys
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TFC*: functional

Primary Role: fact finding

"CORE" Requirements continued:

<u>JOB TITLE</u>	<u>SKILLS/JOB KNOWLEDGES</u>	<u>DESIRED EXPERIENCE</u>
Computer Systems Analyst	system design and interface; data base development; software programming competency; current hardware familiarity; mainstream computer languages	Personnel systems (PERSACS, SIDPERS, SCIPMIS, CIVPERSINS); manpower/budget systems (TAADS, VFAS); desirable: manpower forecasting systems

TFC*: system

Primary Role: associative
diagnostic
model/display concepts

*Task Force Contribution expectation

Supplemental or Support Requirements

(one-time inputs, consultative expertise, etc)

ARSTAF

DCSPER (including TAG)

- identification of FY 83-87 POM cycle issues/initiatives
- identification of known/suspected PDIPs
- current legislative activity
- information systems liaison
- military personnel management policy interface
- manpower staffing standards
- Army Research Institute assistance
- career management aspects

DCSOPS

- total force structure development
- mobilization impacts/concerns
- force development testing and experimentation
- TAADS, FAS interface
- career management aspects

DCSRDA

- systems acquisition projections
- materiel acquisition projections
- production base support programs
- Army Standardization Program interface

DCSLOG

- logistics force structure planning
- OMA Base Operations functions
- MCA Projects - logistics facilities
- conversions to contract operations
- career management aspects

COA

- budget formulation
- civilian pay interface
- resource management policies
- productive improvement programs
- travel/transportation allowances and entitlements
- Army Management Structure Codes
- career management aspects

Chief of Engineers

- Major Construction Projects
- civil works manpower requirements
- master planning, stationing
- environmental sciences research and development activities
- career management aspects

OTHER

Defense Manpower Research Center, Monterey, CA

- historical, statistical data base input

OSD

- civilian personnel policy
- OSD Consolidated Guidance

OPM

- historical data - CPDF base
- consultative assistance: workforce planning strategies,
methodology and forecasting
- socio-economic trends/influences

GAO

- related studies/reports

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CIVILIAN OBJECTIVE FORCE (COF)

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WHY ARMY NEEDS A COF

- o INABILITY TO JUSTIFY AND DEFEND LONG RANGE
WORK FORCE REQUIREMENTS
- o EVIDENCED BY WIDENING GAP BETWEEN DECREASING
CIVILIAN MANNING LEVELS AND INCREASING ARMY MISSIONS
- o GAO STUDIES CITE LACK OF COMPREHENSIVE WORK FORCE
PLANNING PROGRAMS AS REASON FOR ARBITRARY AND SUBJECTIVE
STRENGTH REDUCTIONS

PURPOSE OF THE COF

- o WITH DIRECTOR OF CIVILIAN PERSONNEL LEAD, IDENTIFY AND ARTICULATE CIVILIAN MANNING REQUIRED TO SUPPORT THE EXPANDED FORCE STRUCTURE AND MODERNIZATION INITIATIVES, AND IMPROVE THE READINESS POSTURE OF THE ARMY
- o DISPLAY AGGREGATE PROFILE OF THE OPTIMUM NUMERICAL, GRADE AND OCCUPATIONAL CHARACTERISTICS
- o KEY CHARACTERISTIC OF COF IS ABILITY TO RELATE IMPACT OF VARIABLES ON NUMERICAL, GRADE AND OCCUPATIONAL PREDICTIONS

GOALS OF COF

- o SERVE AS FOCAL POINT TOWARD WHICH CIVILIAN PERSONNEL
MANAGEMENT POLICIES DIRECTED
- o ASSURE HIGH PRIORITY IN PLANNING, PROGRAMMING AND
BUDGETING SYSTEM
- o ASSESS IMPACT ON READINESS CAUSED BY STRENGTH REDUCTIONS
AND OTHER EXTERNAL CONSTRAINTS
- o PROVIDE CAPABILITY TO RAPIDLY CONVERT FROM ASSESSMENT OF
PEACETIME TO MOBILIZATION REQUIREMENTS

STRATEGIES IN CONJUNCTION WITH COF

- o SEEK SHIFT FROM END STRENGTH/WORK YEAR CEILINGS TO SYSTEM OF CONTROL BY FISCAL GUIDELINES
- o ELIMINATION OF HIGH GRADE CONTROLS AND RELIEF FROM HIRING LIMITATIONS
- o INFLUENCE OUTSIDE AGENCY POLICES (E.G., OPM) TO FACILITATE COF OBJECTIVES
- o DEVELOP CLASSIFICATION COMPENSATION, EEO AND TRAINING INITIATIVES TO FACILITATE RECRUITMENT, PROFESSIONAL DEVELOPMENT, AND RETENTION OF HIGH QUALITY EMPLOYEES
- o IDENTIFICATION OF PRODUCTIVITY IMPROVEMENT PROGRAMS AND TECHNIQUES WHICH WILL IMPACT ON COF PROFILE
- o INTEGRATE MANAGEMENT INFORMATION SYSTEMS DEALING WITH CIVILIAN MANPOWER/PERSONNEL REQUIREMENTS, AUTHORIZATIONS, UTILIZATION AND STRENGTH REPORTING
- o DEVELOP POLICIES FOR EFFICIENT USE OF TEMPORARY, PART-TIME AND INDIRECT HIRE EMPLOYEES